8.8 Socioeconomics

8.8.1 Introduction

This subsection discusses the environmental setting, consequences, regional and local impacts, and mitigation measures associated with the socioeconomic aspects of the Turlock Irrigation District (TID) Walnut Energy Center (WEC) project. Subsection 8.8.2 presents the laws, ordinances, regulations, and standards (LORS) applicable to socioeconomics. Subsection 8.8.3 describes the environment that may be affected by WEC construction and operation. Subsection 8.8.4 identifies environmental impacts from development of the power plant, and Subsection 8.8.5 discusses cumulative impacts. Environmental justice issues are discussed in Subsection 8.8.6. Mitigation measures are discussed in Subsection 8.8.7. Subsection 8.8.8 presents the agencies involved and provides agency contacts. Subsection 8.8.9 presents the required permits and permitting schedule. Subsection 8.8.10 provides references used to prepare this subsection.

The WEC project will be located on Washington Road south of West Main Street. The proposed project site is within Turlock City limits. The City of Turlock (City) is the second largest city in Stanislaus County (County). For this project the region of influence is Stanislaus and Merced counties.

Though the WEC site is in the City of Turlock, portions of the transmission line and gas line corridors cross unincorporated areas of Stanislaus County. Land use in the vicinity is industrial and agricultural with scattered residential.

8.8.2 Laws, Ordinances, Regulations, and Standards

8.8.2.1 Federal

A summary of the LORS, including the project's conformance to them, is presented in Table 8.8-1.

The Civil Rights Act of 1964, Public Law 88-352, 78 Stat. 241 (codified as amended in various sections of 42 U.S.C.) Title VI prohibits discrimination on the basis of race, color, or national origin by all federal agencies or activities receiving federal financial assistance.

Executive Order 12898, "Federal Actions to Address Environmental Justice (EJ) in Minority Populations and Low-Income Populations," requires federal agencies to consider whether the project may result in disproportionately high and adverse human health or environmental effects on any minority or low-income population. Although the California Energy Commission (CEC) is not obligated as a matter of law to conduct an environmental justice analysis, since the signing of the executive order, the CEC has typically included this topic in its power plant siting decisions to ensure that any potential adverse impacts are identified and addressed.

8.8.2.2 State

Government Code Sections 65996 and 65997 provide the exclusive methods of considering and mitigating impacts on school facilities that might occur as a result of the development of real property.

Education Code Section 17620, listed in Government Code Section 65997 as an approved mitigation method, allows school districts to levy a fee or other requirement against any construction within the boundaries of the school district for the purpose of funding construction of school facilities.

TABLE 8.8-1Laws, Ordinances, Regulations, and Standards Applicable to WEC Socioeconomics

LORS	Purpose	Applicability	Conformance
Federal			
Civil Rights Act of 1964	Prohibits discrimination on the basis of race, color, or national origin.	Applies to all federal agencies and agencies receiving federal funds.	Subsection 8.8.2
Executive Order 12898	Avoid disproportionately high and adverse impacts to minority and low-income members of the community.	Applies only to federal agencies.	Subsection 8.8.2
State			
Government Code Sections 65996-65997	Establishes that the levy of a fee for construction of an industrial facility be considered mitigating impacts on school facilities.	TID is exempt because it is a public agency.	Subsection 8.8.4
Education Code Section 17620	Allows a school district to levy a fee against any construction within the boundaries of the district for the purpose of funding construction of school facilities.	TID is exempt because it is a public agency.	Subsection 8.8.4
Local			
County General Plan, Economic Development Element	To increase job creation.	Encourages industry to locate in the County to create jobs and reduce unemployment.	Subsections 8.8.2.3, 8.8.3.3, 8.8.3.4
County General Plan, Public Facilities and Service Element	To facilitate the efficient provision of necessary services and minimize impacts of utilities on surrounding land uses.	Encourages the location of cost-effective utilities to serve existing and future needs.	Subsections 8.8.2.1, 8.8.2.3, 8.8.3.3, 8.8.3.4

8.8.2.3 Local

8.8.2.3.1 Stanislaus County

The Stanislaus County General Plan (Stanislaus County 2002a) describes goals for economic growth and diversification as part of its Land Use Element based on land use patterns as well as other priorities, including physical characteristics, environmental and social concerns. Additionally, the General Plan describes that through appropriate land use policies, the County will foster stable economic growth.

8.8.2.3.2 City of Turlock

The City of Turlock General Plan (City of Turlock 2002) describes goals for economic diversification and development through its General Plan themes, also tied to land use patterns described in the plan. In particular, the General Plan describes providing commercial and industrial sites consistent with the City's population growth. As described in Subsection 8.4, the City is in the planning stages for developing the Westside Industrial Specific Plan. The

proposed project site is included in the area that the specific plan would cover. The City intends to focus industrial activity for purposes of economic diversification and growth in the western side of the City, consistent with the current land use designations and zoning.

8.8.3 Affected Environment

8.8.3.1 Population

Stanislaus County lies in northern San Joaquin Valley. The County is bordered by San Joaquin County to the north, Calaveras and Tuolumne counties to the east, Merced County to the south, and Santa Clara County to the west. With a January 1, 2002 estimated population of 469,500 and a projected population of 712,100 by the year 2020 (California Department of Finance (DOF) 2002a), Stanislaus County is one of the fastest growing counties in California. The county population will increase by more than 50 percent over the next 20 years, for an average annual compounded growth rate of 2.20 percent.

The City of Turlock, with an estimated January 1, 2002 population of 59,400, is the second largest city in the county. Historical population data for the City of Turlock, Stanislaus County, and the State of California (State) are summarized in Table 8.8-2. In the last 5-year period (from 1995-2000), the City of Turlock's population has grown at a higher rate than the County or the State (see Table 8.8-3). Projections for the City of Turlock are not available for the years 2005 to 2015. Population projections for the City are made by the Stanislaus Council of Governments based on traffic analyses. However, due to an error in calculations, these projections were withdrawn.

Based on population projections by the DOF, Stanislaus County is projected to have its greatest population growth during the current 5-year period of 2000-2005. Historically, the County's growth rate has exceeded that of the State and this trend is projected to continue.

TABLE 8.8-2 Historical and Projected Populations^a

Area	1990	1995	2000	2005 (p)	2010 (p)	2015(p)
City of Turlock	42,200	48,700	55,800	N/A	N/A	N/A
Stanislaus County	370,500	411,300	447,000	522,700	587,600	646,800
California	29,828,000	32,062,900	34,480,300	37,473,500	40,262,400	42,711,200

Source: Department of Finance (DOF), 2002a.

(p) projectedN/A not available

TABLE 8.8-3Historical and Projected Annual Average Compounded Population Growth Rates

Area	1990-1995 Percent	1995-2000 Percent	2000-2005 Percent	2005-2010 Percent	2010-2015 Percent
City of Turlock	2.91%	2.76%	NA	NA	NA
Stanislaus County	2.11%	1.68%	3.18%	2.37%	1.94%
California	1.46%	1.46%	1.68%	1.45%	1.19%

^a Populations rounded to nearest 100.

Tables 8.8-4 and 8.8-5 show the minority and Hispanic as well as the low-income distribution for the census tracks that are within a 6-mile radius of WEC. The minority and income data are from the 2000 U.S. Census data. The area is generally urban since census tracts within the 6-mile radius include parts of the City of Turlock. Of the overall total population within the 6-mile radius, approximately 28 percent are minority, 31 percent are of Hispanic origin¹, and 16 percent are low-income. With respect to minority populations, census tract 3802 has the highest percentage at 47.5 percent. The same census tract has the highest percentage of Hispanic origin population at 66 percent. Census tract 3803 has the highest percentage of low-income population at 33 percent.

Using the 2000 census blocks to more accurately portray those within the 6-mile radius, the minority and Hispanic origin population is approximately 27 and 30 percent, respectively. Similarly, using the 2000 census block group to more accurately portray those within the 6-mile radius, the low-income population is approximately 17 percent. (See Appendix 8.8A for more information on demographics at the smaller block group and Block levels.)

Figures 8.8-1, 8.8-2, and 8.8-3 (figures are located at the end of this subsection) show the percent distribution of minority, Hispanic origin, and low-income populations by 2000 census blocks within a 6-mile radius of the proposed WEC site.

TABLE 8.8-4Distribution of Minority and Hispanic Population by Census Tracks Within a 6-Mile Radius

Census Tract	Total Population	Minority	Percent Minority	Hispanic Origin	Percent Hispanic Origin ^a
06047000200	11,385	5,224	46	5,918	52
06047000400	9,362	1,967	21	1,698	18
06099002901	4,255	664	16	745	18
06099003001	3,922	940	24	943	24
06099003002	5,711	1,966	34	2,243	39
06099003100	4,099	1,112	27	1,583	39
06099003602	8,385	2,109	25	1,561	19
06099003603	4,135	961	23	1,222	30
06099003604	6,169	1,205	20	1,467	24
06099003700	4,470	1,527	34	1,619	36
06099003801	8,479	3,010	35	3,484	41
06099003802	5,744	2,730	48	3,791	66
06099003803	3,504	1,530	44	1,723	49
06099003904	4,353	1,057	24	1,246	29

¹ Hispanics or Latinos are those people who classified themselves in one of the specific Spanish, Hispanic, or Latino categories listed on the Census 2000 questionnaire—"Mexican, Mexican Am., Chicano," "Puerto Rican," or "Cuban"—as well as those who indicate that they are "other Spanish/Hispanic/Latino." People who identify their origin as "other Spanish/Hispanic/Latino" may be of any race. Thus, the percent Hispanic should not be added to percentages for racial (i.e., minority) categories.

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TABLE 8.8-4 Distribution of Minority and Hispanic Population by Census Tracks Within a 6-Mile Radius

Census Tract	Total Population	Minority	Percent Minority	Hispanic Origin	Percent Hispanic Origin ^a
06099003905	3,950	392	10	421	11
06099003906	4,904	1,516	31	1,561	32
06099003907	7,117	869	12	667	9
06099003908	2,594	645	25	745	29
06099003909	5,938	1,236	21	1,062	18
TOTAL	108,476	30,660	28	33,699	31

TABLE 8.8-5 Distribution of Low-Income Population by Census Tracks Within a 6-Mile Radius

Census Tract	Population ^a	Low Income	Percent Low-Income
06047000200	11,305	2,217	20
06047000400	9,348	1,129	12
06099002901	4,234	584	14
06099003001	3,906	262	7
06099003002	5,643	909	16
06099003100	3,819	953	25
06099003602	7,963	944	12
06099003603	4,101	768	19
06099003604	6,135	846	14
06099003700	4,385	643	15
06099003801	8,434	1,447	17
06099003802	5,656	1,586	28
06099003803	3,504	1,163	33
06099003904	4,336	859	20
06099003905	3,945	212	5
06099003906	4,823	1,306	27
06099003907	6,689	509	8
06099003908	2,618	581	22

Source: 2000 Census. ^a Hispanic origin may be of any race and is included in other totals.

TABLE 8.8-5Distribution of Low-Income Population by Census Tracks Within a 6-Mile Radius

Census Tract	Population ^a	Low Income	Percent Low-Income
06099003909	5,885	525	9
TOTAL	106,729	17,443	16

Source: 2000 Census.

8.8.3.2 Housing

As shown in Table 8.8-6, housing stock for Stanislaus County as of January 1, 2000, was 152,023 units. Single-family homes accounted for 12,611 units, multiple-family dwellings accounted for 5,158 units, and mobile homes accounted for 566 units. New housing authorizations for Stanislaus County in 2000 totaled 3,413 units; about 90 percent were single-family units and 10 percent were multi-family units. These authorizations were valued at \$543.4 million (DOF 2002b). In December 2001, the median home price in Stanislaus County was \$159,000 (DOF 2002b). Stanislaus County's vacancy rate has remained the same (at about 5 percent) between 1990 and 2000. The City of Turlock has a vacancy rate lower than that of the County and the State. Since there are a number of other cities close to Turlock, housing supply in the area is expected to exceed housing demand.

TABLE 8.8-6
Housing Estimates by City, County, and State, January 1, 2000

Area	Total Units	Single-Family	Multi-Family	Mobile Homes	Percent Vacant
City of Turlock	18,685	12,961	5,158	566	4.61
Stanislaus County	152,023	115,126	27,197	9,700	5.04
California	12,242,576	7,694,494	3,962,986	585,096	7.41

Source: DOF (2002c).

8.8.3.3 Economy and Employment

Between 1998 and 2001, employment in Stanislaus County increased by 11,300 jobs or about 7 percent. This 7 percent increase is almost at par with California's net increase (8 percent) during that same period California Employment Development Department [CEDD] 2002a). As shown in Table 8.8-7, construction and mining, services, and retail trade experienced the largest increases in employment. Although employment in construction and mining increased substantially between 1998 and 2001, the contribution of this sector to the Stanislaus County economy remained relatively small. Employment losses were experienced in the agriculture and manufacturing sectors.

^a Population numbers are only those for whom poverty was determined.

TABLE 8.8-7 Employment Distribution in Stanislaus County, 1998 to 2001

	1998		2	2001		1998-2001	
Industry	Number of Employees	Employment Share (%)	Number of Employees	Employment Share (%)	Percentage Change (%)	Average Annual Compound Growth Rate (%)	
Agriculture	16,200	11	15,100	9	-7	-2.3	
Construction, Mining	8,000	5	11,100	7	39	11.5	
Manufacturing	26,600	17	26,100	16	-2	-0.6	
Transportation, Utilities	5,300	3	5,900	4	11	3.6	
Wholesale trade	6,800	4	6,800	4	0	0.0	
Retail trade	27,900	18	31,800	19	14	4.5	
Finance, Insurance and Real Estate	4,500	3	4,900	3	9	2.9	
Services	34,500	22	38,700	23	12	3.9	
Government	23,700	15	24,400	15	3	1.0	
Total Employment	153,500	100	164,800	100	7	2.4	

Source: CEDD (2002a).

Table 8.8-8 provides detail on the characteristics of the County labor force. It shows 2001 employment data for Stanislaus County and the City of Turlock compared to California. Both Stanislaus County and the City of Turlock have unemployment rates that are greater than the state average. CEDD does not project future unemployment rates.

TABLE 8.8-8 Employment Data, 2001

Area	Labor Force	Employment	Unemployment	Unemployment Rate (%)
City of Turlock	24,480	22,290	2,190	8.9
Stanislaus County	210,300	188,800	21,500	10.2
California	17,362,300	16,435,200	927,100	5.3

Source: CEDD (2002b).

8.8.3.4 Fiscal Resources

The local agencies with taxing power include Stanislaus County and the City of Turlock. Stanislaus County's General Fund expenditures and revenues are presented in Table 8.8-9. The County's General Fund has shown steady growth from year to year. From FY 1999 to FY 2000, General Fund revenues grew 13 percent. In FY 2001, the revenues continued to grow by a little less than 10 percent.

TABLE 8.8-9 Stanislaus County Revenues and Expenditures (\$ Million)

	FY 1999-2000	FY 2000-2001	FY 2001-2002
Expenditures			
General	\$25.92	\$33.91	\$29.98
Public Protection	\$105.30	\$113.34	\$120.48
Public Ways and Facilities	\$18.27	\$19.66	\$15.68
Health and Sanitation	\$62.49	\$70.37	\$85.89
Public Assistance	\$150.39	\$160.60	\$179.15
Education	\$7.25	\$11.43	\$8.05
Recreational and Cultural	\$3.68	\$3.93	\$4.14
Capital Outlay	30.13	19.02	\$7.15
Debt Service-Principal	7.4	7.84	\$9.09
Debt Service-interest and fiscal charges	13.08	12.51	\$12.31
Total Expenditures	\$423.91	\$452.61	\$471.92
Revenues			
Taxes	\$43.26	\$49.02	\$51.54
Licenses, Permits, Franchises	\$5.4	\$5.9	\$5.8
Fines, Forfeitures, Penalties	\$6.8	\$9.6	\$8.1
Revenue from Use of Money/Property	\$14.0	\$12.8	\$8.9
Intergovernmental Revenues – State			
Intergovernmental Revenues – Federal			
Intergovernmental Revenues – Other			
Charges for Services	\$55.99	\$59.77	\$71.37
Miscellaneous Revenues	\$4.29	\$11.96	\$14.80
Total Revenue	\$399.97	\$450.77	\$492.11

Source: Stanislaus County (2002b). Numbers may not add up due to independent rounding. A projected budget for FY 2002-03 was not available at the time this subsection was prepared.

Table 8.8-10 shows the revenues and expenditures for the City of Turlock.

TABLE 8.8-10
City of Turlock Revenues and Expenditures (\$ Million)

	FY 1999-2000	FY 2000-2001
Expenditures		
General	\$1.53	\$1.77
Public Safety	\$11.19	\$12.15
Public Ways and Facilities/Transportation	\$4.27	\$3.86
Culture and Education	\$1.64	\$1.96
Community Development	\$4.40	\$4.26
Capital Outlay	\$11.79	\$7.98
Debt Service	\$0.76	\$1.23
Total Expenditures	\$35.58	\$33.19
REVENUES		
Taxes and Assessments	\$11.62	\$12.87
Licenses and Permits	\$4.16	\$4.56
Fines, Forfeitures, and Penalties	\$0.22	\$0.19
Use of Money and Property	\$0.95	\$1.49
Intergovernmental Revenues	\$9.87	\$9.19
Charges for Current Service	\$2.69	\$2.83
Other Revenue	\$6.52	\$2.35
Developer Contribution	\$0	\$2.08
Total Revenue	\$36.02	\$35.56

Source: City of Turlock (2002).

Numbers may not add up due to independent rounding. City budget information for FY 2001-2002 and projections for 2002-2003 were not available at the time of writing.

8.8.3.5 Education

There are a total of 27 elementary, high school, and unified school districts in Stanislaus County. The WEC site is in the Chatom Union Elementary School District and the Turlock School District. Current as well as projected enrollment figures for the school districts are presented in Table 8.8-11.

TABLE 8.8-11Current and Projected Enrollment by Grade

	Chatom Union Ele Disti		Turlock Joint Un	ion High School
Grade Level	Current Enrollment (2002-03)	Projected Enrollment (2003-04)	Current Enrollment (2002-03)	Projected Enrollment (2003-04)
Kindergarten	80	83		
First	90	93		
Second	78	81		
Third	87	90		
Fourth	71	74		
Fifth	71	74		
Sixth	78	81		
Seventh	68	71		
Eighth	84	87		
Ninth			1,134	1,173
Tenth			1,037	1,144
Eleventh			1,034	1,017
Twelfth			902	1,002
Other			123	130
TOTAL	707	734	4,230	4,466

Source: Smith (2002); Ramirez (2002).

8.8.3.6 Public Services and Facilities

This subsection describes public services in the project area.

8.8.3.6.1 Law Enforcement

The Turlock Police Service is located at 900 North Palm Street in Turlock. The proposed WEC project site comes under the jurisdiction of the Turlock Police Service, which serves the City of Turlock. There are 75 sworn officers, 4 community service officers, 2 community service officers currently in testing, and a Chief of Police (Dodge 2002). There are about 20 patrol cars, all equipped with laptop and scanners. All 911 calls are received and processed through the dispatch center located on the same premises at the Police Service. The dispatch center has an enhanced 911 system (traces origin of calls). The Service is currently researching ways to incorporate cell phone calls into the dispatch center's system. The response time, depending on traffic, to an emergency from the proposed project site is approximately 4 minutes (Dodge 2002).

The California Highway Patrol (CHP) is the primary law enforcement agency for state highways and roads. Services include law enforcement, traffic control, accident investigation, and the management of hazardous materials spill incidents.

8.8.3.6.2 Fire Protection

The WEC site is within the City of Turlock Fire Services (TFS) jurisdiction. TFS Station No. 2 at 791 South Walnut Road in Turlock serves the proposed project site and is the nearest station to the WEC site. TFS is a combination service that has paid as well as reserve firefighters. Station No. 2 has 1 engine, 2 paid firefighters, and 5 to 6 reserve firefighters. Station No. 2 will respond to a call from the site in approximately 5 to 6 minutes.

Although any of the other stations in the city can respond to a call for assistance from Station No. 2, Station No. 4 is the nearest station to Station No. 2 and would respond first. Station No. 4 is located at 2820 North Walnut Road. TFS has mutual aid agreements with the Turlock Rural Fire District and the Mountainview Fire District. The mutual aid agreement is not very specific in terms of actual numbers–equipment or firefighters (McDaniel 2002).

8.8.3.6.3 Emergency Response

TFS has four firefighters who are Haz Mat trained. These four firefighters are part of a countywide Haz Mat response team. The Haz Mat team response time to an emergency at the proposed project site is 30 minutes. The somewhat longer response time is due to the necessity of calling in the entire countywide response team. The Haz Mat team is capable of handling any emergency involving spills, e.g., anhydrous ammonia (McDaniel 2002).

8.8.3.6.4 Hospitals

There is only one hospital with an emergency room (ER) in the City of Turlock–Emanuel Medical Center. The Emanuel Medical Center, located at 825 Delbon Avenue in Turlock, is a 150-bed hospital with a staff of approximately 200 doctors. The ER at Emanuel Medical Center handles most minor trauma. Specialty services at the hospital include advanced medical and surgical services, intensive care unit, neonatal intensive care center, respiratory therapy, physical therapy, diabetes care, family birth center, and wellness programs. Emanuel has a helipad (Carrol 2002).

Hospitals with trauma centers are Doctors Medical Center and Memorial Medical Center in the nearby City of Modesto. Doctors Medical Center is a 397-bed hospital with a staff of approximately 560 doctors. It is one of the two major hospitals in Modesto. Doctors Medical has a number of on-site and off-site centers specializing in the care of patients. These centers include: California Cancer Center; California Neurological Sciences Center; Central California Diabetes Center; Central California Heart Center; Pediatrics; and Women and Children's Center. All of these centers are staffed by hospital personnel as well as other staff affiliated with the hospital. Doctors Medical also has a Trauma Center that can handle most major traumas (Larson 2002), and it has a helipad and helicopters.

Memorial Medical Center is a 300-bed hospital. About 560 doctors have hospital privileges at Memorial. Memorial Medical Center has a number of specialized services such as cancer services, outpatient disease management program, intensive care unit, neonatal intensive care unit, dialysis center, family birthing center, and two outpatient surgery centers. Memorial Medical Center also has a trauma center that can handle most major traumas. The trauma center is scheduled to receive a Level II (trauma centers are designated by various levels – depending on the types and severity of traumas that they are able to handle) designation in 2003 (Pinto 2002). The hospital also offers Medi-Flight services. It has a helipad and three helicopters (operating two at any given time).

8.8.3.7 Utilities

This subsection describes utilities in the area.

8.8.3.7.1 Electricity and Gas

The project will connect to TID's electrical transmission system via new 115- and 69-kV transmission lines. Natural gas for the facility will be delivered via approximately 3.6 miles of new 8-inch pipeline that will connect to Pacific Gas and Electric Company's (PG&E's) existing gas transmission lines (Line 215) located south of the project site. Gas supply is described in Section 6.0, Natural Gas Supply.

8.8.3.7.2 Water

The WEC project will use 1,800 acre feet per year (afy) of recycled water provided by the City of Turlock's Regional Wastewater Treatment Plant (WWTP) for cooling tower makeup.

The recycled water will be delivered via a new 1.6-mile pipeline from the WWTP to the project site. The City is currently developing a Title 22 water treatment facility and is required by the Regional Water Quality Control Board (RWQCB) to have it operational by May 2006. Since the WEC project will commence operations the fourth quarter of 2005, TID proposes to use potable water from the City of Turlock to meet the WEC's water demands until the City's recycled water is available. The potable water will be provided via a new 0.9-mile pipeline connecting to an existing City water main located in Tegner Road, east of the WEC site. Potable water for drinking, safety showers, fire protection water, service water, and sanitary uses will continue to be served from the City's potable water system.

The water supply plan is described in Subsection 8.14, Water Resources.

8.8.3.7.3 Wastewater Discharge

Process wastewater will be reclaimed and reused through use of a zero-liquid discharge (ZLD) treatment system. The resulting salt waste will be disposed of offsite in accordance with federal, state and local requirements. Sanitary sewage will use an onsite septic system and leach field.

8.8.4 Environmental Consequences

This subsection assesses the potential environmental impacts of the project and linears.

8.8.4.1 Potential Environmental Impacts

Local environmental impacts were determined by comparing project demands during construction and operation with the socioeconomic resources of the project area (i.e., Stanislaus County). A proposed power-generating facility could impact employment, population, housing, public services and utilities, and/or schools. Impacts could be local and/or regional, though most impacts would tend to be more regional than local. It is anticipated that the project will not have any significant adverse impacts on the socioeconomic environment, and it will have some socioeconomic benefits to the local community.

8.8.4.2 Significance Criteria

The criteria used to determine the significance of project-related socioeconomic impacts are as suggested in the CEQA Checklist. Project-related impacts are determined to be significant if they:

- Induce substantial growth or concentration of population
- Displace a large number of people or existing housing
- Result in substantial adverse environmental impacts associated with the provision of utility services
- Result in substantial adverse physical impacts associated with the provision of public services

Other impacts may be significant if they cause substantial change in community interaction patterns, social organization, social structures, or social institutions; substantial conflict with community attitudes, values, or perceptions; or substantial inequities in the distribution of project cost and benefit.

8.8.4.3 Construction Impacts

Actual construction will take place over approximately 24 months, which is expected to occur from first quarter 2004 to fourth quarter 2005. Personnel requirements will be minimal during the mobilization and site-grading period (i.e., during the first 3 months of the construction period) and during the startup and testing period (i.e., during the last 3 months of the construction period).

8.8.4.3.1 Construction Workforce

The primary trades in demand will include boilermakers, carpenters, electricians, ironworkers, laborers, millwrights, operators, and pipefitters. Table 8.8-12 estimates construction personnel requirements for the plant and linear facilities. Total construction personnel requirements during construction will be approximately 2,970 person-months, or 247.5 person-years. Construction personnel requirements will peak at approximately 277 workers in month 15 of the construction period.

Available skilled labor in the Stanislaus County was evaluated by surveying the Building and Trades Council (Table 8.8-13) and contacting CEDD (Table 8.8-14). Both sources show that the workforce in Stanislaus County will be adequate to fulfill WEC's labor requirements for construction. Therefore, WEC construction will not place an undue burden on the local workforce. In addition, as shown in Table 8.8-7, the mining and construction workforce within the County has been growing at an average annual rate of 11 percent per year. Thus, if growth continues at this rate, WEC is not likely to result in a significant construction impact associated with its construction labor requirements.

TABLE 8.8-12
Construction Personnel by Month

	Months After Notice-to-Proceed																								
Discipline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	Total
Plant																									
Boilermakers								10	16	20	25	25	30	30	30	32	32	32	30	18	6				336
Bricklayers/Masons					2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1					31
Carpenters			3	4	4	6	8	8	8	6	6	6	6	6	4	4	2	2	2	2					87
Electricians			4	12	20	22	22	26	22	15	15	25	25	30	30	30	30	30	25	25	20	15			443
Insulation Workers											4	8	10	12	15	15	15	15	12	10	8	4			128
Ironworkers		3	4	6	6	8	8	12	12	12	16	16	12	12	12	10	10	10	8	4					181
Laborers	3	4	8	8	8	8	8	8	8	10	10	10	10	12	12	12	12	12	12	10	8	8	2		203
Millwrights						4	8	10	12	12	15	15	15	18	24	24	24	20	18	15	8				242
Operating Engineers	3	3	4	4	4	5	6	7	7	7	7	7	7	7	7	7	7	6	5	3	2				115
Painters															2	4	6	6	6	6	4	2			36
Pipefitters			3	6	8	8	15	25	30	30	35	35	35	35	35	30	30	25	20	15	5				425
Sheetmetal Workers								3	3	3	4	4	4	4	4	3									32
Surveyors	3	3	2	2	2	2																			14
Teamsters		3	3	4	4	4	3	3	3	3	3	3	3	3	3	3	2	2	2	2	1				57
Total Manual Staff	9	16	31	46	58	69	80	114	123	120	142	156	159	171	180	176	172	162	142	111	62	29	2	0	2,330
Total Contractor Staff	3	3	6	14	14	18	18	20	20	20	25	25	25	25	25	25	25	22	20	15	15	10	7	5	405
Total Plant Staff	12	19	37	60	72	87	98	134	143	140	167	181	184	196	205	201	197	184	162	126	77	39	9	5	2,735
Water Pipelines																									
Electricians																1									1
Laborers												2	2	8	8	1									21
Operating Engineers												1	1	4	4										10
Surveyors												2	2												4
Teamsters												2	2	4	4	2									14
Total Manual Staff	0	0	0	0	0	0	0	0	0	0	0	7	7	16	16	4	0	0	0	0	0	0	0	0	50
Total Contractor Staff	0	0	0	0	0	0	0	0	0	0	0	2	2	2	2	2	0	0	0	0	0	0	0	0	10
Total Water Pipeline Staff	0	0	0	0	0	0	0	0	0	0	0	9	9	18	18	6	0	0	0	0	0	0	0	0	60

TABLE 8.8-12Construction Personnel by Month

									N	/lonth	ns Aff	er No	otice-	to-Pı	осее	d									
Discipline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	Total
Natural Gas Pipeline																									
Electricians																2									2
Laborers												2	8	10	10	2									32
Operating Engineers													4	6	6	1									17
Painters																2									2
Pipefitters													8	10	10	2									30
Surveyors												2	2	2											6
Teamsters												2	4	4	4	2									16
Total Manual Staff	0	0	0	0	0	0	0	0	0	0	0	6	26	32	30	11	0	0	0	0	0	0	0	0	105
Total Contractor Staff	0	0	0	0	0	0	0	0	0	0	0	2	4	4	4	2	0	0	0	0	0	0	0	0	16
Total Gas Pipeline Staff	0	0	0	0	0	0	0	0	0	0	0	8	30	36	34	13	0	0	0	0	0	0	0	0	121
Transmission Lines																									
Electricians													2	4	6	1									13
Laborers													2	4	6	1									13
Operating Engineers													1	4	4	1									10
Surveyors													2	2											4
Teamsters													1	2	2	1									6
Total Manual Staff	0	0	0	0	0	0	0	0	0	0	0	0	8	16	18	4	0	0	0	0	0	0	0	0	46
Total Contractor Staff	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	2	0	0	0	0	0	0	0	0	8
Total T-line Staff	0	0	0	0	0	0	0	0	0	0	0	0	10	18	20	6	0	0	0	0	0	0	0	0	54
Total Workforce	12	19	37	60	72	87	98	134	143	140	167	198	233	268	277	226	197	184	162	126	77	39	9	5	2,970

Notes:

^{1.} Water pipelines include recycled water pipeline and City (potable) water pipeline.

^{2.} Natural gas pipeline includes 3.2-mile pipeline and PG&E metering station located at plant site. Gas yard is included in the plant labor. No labor is included in PG&E system upgrades upstream of the 3.2-mile lateral pipeline.

^{3.} T-lines include 69-kV and 115-kV transmission lines. Switchyards are included in the plant labor.

TABLE 8.8-13 Labor Union Contacts

Labor Union	Contact	Phone Number
Stanislaus, Merced, Mariposa, Tuolumne Building and Construction Trades Council (BTC)	Tony Ladoux, President	209-523-1323
Boilermakers Local 549	Frank Secreet, Assistant Business Manager	925-427-4121
International Brotherhood of Electrical Workers (IBEW) Local 684	Scott Zeigler, Business Manager	209-524-5171
Millwrights Local 102	Bill Napier, Financial Secretary	510-635-0323

TABLE 8.8-14
Available Labor by Skill in Stanislaus County, 1999 to 2006

	Annual	Averages	A1 1. 4.	D	Average Annual
Occupational Title	1999	2006	Absolute Change	Percentage Change	Compounded Growth Rate (%)
Carpenters	1,200	1,470	270	22.5	2.9
Masons	390	470	80	20.5	2.7
Painters	370	450	80	21.6	2.8
Metal Workers	110	130	20	18.2	2.4
Electricians	760	910	150	19.7	2.6
Welders	630	770	140	22.2	2.9
Excavators	70	100	30	42.9	5.2
Graders	80	100	20	25.0	3.2
Industrial Truck Operators	2,350	2,730	380	16.2	2.2
Operating Engineers	190	220	30	15.8	2.1
Helpers, Laborers	7,010	8,020	1,010	14.4	1.9
Pipefitters	360	430	70	19.4	2.6
Administrative Services Managers	260	290	30	11.5	1.6
Mechanical Engineers	80	90	10	12.5	1.7
Electrical Engineers	70	90	20	28.6	3.7
Engineering Technicians	660	730	70	10.6	1.5
Plant and System Operators	490	550	60	12.2	1.7

Source: CEDD (2002c).

8.8.4.3.2 Population Impacts

It is anticipated that most of the construction workforce will be drawn from Stanislaus, Merced, Mariposa, and Tuolumne counties. Construction workforce could also be drawn from other nearby counties and as far as the Bay Area or from out of state, if necessary. Most workers are expected to commute to the project site, and therefore will not contribute to an increase in the population of the area.

8.8.4.3.3 Housing Impacts

The construction workforce will most likely commute to the project site daily; however, if needed, there are about seven hotels/motels with 483 rooms in City of Turlock and 38 hotels/motels with 2,800 rooms in Stanislaus County (Bowers 2002b) to accommodate workers who may choose to commute to the project site on a workweek basis. In 2001, the average hotel/motel vacancy rate in Stanislaus County was about 35 percent while the average room rate was \$66.20 (Bowers 2002a). In addition to the available hotel/motel accommodation, there are about 10 recreational vehicle (RV) parks within 40 miles of the City of Turlock. As a result, construction of the proposed project is not expected to increase the demand for housing.

8.8.4.3.4 Impacts to the Local Economy and Employment

The cost of materials and supplies required by the project is estimated at \$100 million. The estimated value of materials and supplies that will be purchased locally during construction is \$2 to \$4 million.

TID will provide about \$26 million in construction payroll, at an average salary of \$50 per hour, including benefits (247.5 person-yrs*2,080 hrs/yr*\$50/hr). The anticipated payroll for employees, as well as the purchase of materials and supplies during the construction period, will have a slight beneficial impact on the area. Assuming, conservatively, that 60 percent of the construction workforce will reside in Stanislaus County, it is expected that approximately \$15 million will stay in the local area during the 2-year construction period. These additional funds will cause a temporary beneficial impact by creating the potential for other employment opportunities for local workers in other service areas, such as transportation and retail.

Indirect and Induced Economic Impacts from Construction

Construction activity would result in secondary economic impacts (indirect and induced impacts) within Stanislaus County. Indirect and induced employment effects include the purchase of goods and services by firms involved with construction, and induced employment effects include construction workers spending their income within the county. In addition to these secondary employment impacts, there are indirect and induced income effects arising from construction.

Indirect and induced impacts were estimated using an IMPLAN Input-Output model of Stanislaus County. IMPLAN is an economic modeling software program. The estimated indirect and induced employment within Stanislaus County would be 16 and 72 jobs, respectively. These additional jobs result from the \$2 million in annual local construction expenditures as well as the \$5.4 million in spending by local construction workers. The \$5.4 million represents the disposable portion of the annual construction payroll (assumed to be 70 percent of \$7.7 million in annual construction payroll spent locally). Assuming an average monthly direct construction employment of 124, the employment multiplier associated with the construction

phase of the project is approximately 1.7 (i.e., [124 + 16 + 72]/124). This project construction phase employment multiplier is based on a Type SAM model.

Indirect and induced income impacts were estimated at \$354,923 and \$1,716,261, respectively. Assuming a total annual local construction expenditure (payroll, materials, and supplies) of \$9.7 million (\$7.7 million in payroll + \$2 million in materials and supplies), the project construction phase income multiplier based on a Type SAM model is approximately 1.2 (i.e., [\$9,737,600 + \$354,923 + \$1,716,261]/\$9,737,600).

Assuming that annual local construction expenditures are \$1 million instead of \$2 million results in indirect and induced employment estimates within Stanislaus County of 8 and 70 jobs, respectively. Based on the same average construction employment of 124, the construction phase employment multiplier is approximately 1.6.

Indirect and induced income impacts based on the total annual construction expenditure of \$8.7 million (\$7.7 million in payroll + \$1 million in materials and supplies) were estimated at \$177,461 and \$1,681,388, respectively. Based on these estimates, the construction phase income multiplier was estimated at 1.2.

8.8.4.3.5 Fiscal Impacts

WEC initial capital cost is estimated to be \$160 to \$220 million; of this, materials and supplies are estimated at approximately \$100 million. The estimated value of materials and supplies that will be purchased locally (within Stanislaus County) during construction is between \$2 and \$4 million. The effect on fiscal resources during construction will be from sales taxes realized on equipment and materials purchased in the County and from sales taxes from expenditures. The sales tax rate in Stanislaus County is 7.375 percent (BOE 2002). Of this, 6 percent goes to the state; 0.25 percent goes to the County; 1 percent goes to the place of sale; and 0.125 percent goes to the special districts (Singh 2002). The total local sales tax expected to be generated during construction is \$147,500 to \$295,000 (i.e., 7.375 percent of local sales).

8.8.4.3.6 Impacts on Education

The schools in the Chatom Union Elementary School District and the Turlock Joint Union High School District are currently not considered overcrowded. With most of the student body in Chatom Union being drawn from migratory farm worker families, enrollment typically fluctuates throughout the year. In the last 3 years, Chatom has experienced a reduction in enrollment of about 20 students each year (Ramirez 2002). Enrollment projections for the next academic year (2003/04) indicate that this trend will reverse itself.

Construction of WEC will not cause significant population changes or housing impacts to the region. Most employees will commute to the site from areas within the County, as opposed to relocating to the area. As a result, WEC construction will not cause any significant increase in demand for school services.

8.8.4.3.7 Impacts on Public Services and Facilities

The construction phases of the project may have minor impacts on police, fire, or hazardous materials handling resources. The Turlock City Fire Service does not anticipate any significant impacts during the construction phase of the project (McDaniel 2002). Copies of the records of conversation with the Sheriff and Fire Departments are included in Appendix 8.8B. WEC construction is not expected to create significant adverse impacts on

medical resources in the area since minor injuries could be treated at the Emmanuel Medical Center in City of Turlock. For more serious/major injuries, life-flight services are available from the Doctors Medical Center and Memorial Medical Center, which have adult trauma centers (Carrol 2002; Larson 2002; Pinto 2002).

8.8.4.3.8 Impacts on Utilities

WEC construction will not make significant adverse demands on local water, sanitary sewer, electricity, or natural gas. Impacts will involve the extension of existing utility lines. Water requirements for construction are relatively insignificant. Given the number of workers and temporary duration of the construction period, the impacts on the local sanitary sewer system would not be significant.

8.8.4.4 Operational Impacts

8.8.4.4.1 Operational Workforce

The proposed WEC facility is expected to begin commercial operation in late 2005. It is expected to employ up to 21 full-time employees. Anticipated job classifications are shown in Table 8.8-15. The entire permanent workforce is expected to commute from within Stanislaus County.

Facility employees will be drawn from the local workforce and from existing Applicant staff. Consequently, only a slight increase in population is anticipated as a result of this project. There will be no significant impact on local employment.

TABLE 8.8-15Typical Plant Operation Workforce

Department	Personnel	Shift	Workdays
Operations	10 Operating Technicians	Rotating 12-hour shift, 2 operators per shift, 2 relief operators	7 days a week
Maintenance	5 Maintenance Technicians	Standard 8-hour days	5 days a week
			(Maintenance technicians will also work unscheduled days and hours as required [weekends])
Administration	6 Administrators (1 Plant Manager, 1 Operations Supervisor, 1 Maintenance Supervisor, 1 Administrative Assistant, 1 Inventory Specialist, and 1 Plant Engineer)	Standard 8-hour days	5 days a week, with additional coverage as required

8.8.4.4.2 Population Impacts

Some of the operational workforce may be drawn either from the local population or from neighboring counties such as Merced, Mariposa, and Tuolumne.

8.8.4.4.3 Housing Impacts

Due to the few operations staff, significant impacts to housing are not anticipated. Based on the housing vacancy data in Table 8.8-6, there are approximately 859 available housing units within the City limits. Thus, some employees who need to relocate could choose to live within the City or elsewhere within the County. However, any new demand for housing would not be significant.

8.8.4.4.4 Impacts on the Local Economy and Employment

WEC operation will generate a small, permanent beneficial impact by creating employment opportunities for local workers through local expenditures for materials, such as office supplies and services. The average salary per operations employee is expected to be \$62,000 per year. For the assumed average of 21 full-time employees, this will result in an operation payroll of \$1.3 million per year. There will be an annual operations budget of approximately \$3.2 million, of which approximately \$2 million will be spent locally (i.e., within Stanislaus). In addition, there will be an annual maintenance budget of approximately \$3.8 million. These additional jobs and spending will generate other employment opportunities and spending in the City of Turlock and Stanislaus County area. The addition of 21 full-time jobs would not significantly reduce unemployment rates.

Indirect and Induced Economic Impacts from Operation

The operation of the proposed project would result in indirect and induced economic impacts that would occur within Stanislaus County depending on the point of sale. These indirect and induced impacts represent permanent increases in the county's economic variables. The indirect and induced impacts would result from annual expenditures on payroll as well as those on operations and maintenance (O&M).

Estimated indirect and induced employment within Stanislaus County would be 27 and 17 permanent jobs, respectively. These additional 44 jobs result from the \$7.1 million (\$1.3 million in payroll, \$2 million in operations, and \$3.8 million in maintenance) in annual operational budget expected to be spent locally within Stanislaus County. The operational phase employment multiplier is estimated at 3.1 (i.e., [21 + 27 + 17]/21) and is based on a Type SAM multiplier.

Indirect and induced income impacts are estimated at \$950,758 and \$416,202, respectively. The income multiplier associated with the operational phase of the project is approximately 1.2 (i.e., [\$7,102,000 + \$950,758 + \$416,202]/\$7,102,000) and is based on a Type SAM model.

8.8.4.4.5 Fiscal Impacts

The annual operations budget is expected to be approximately \$3.2 million, of which \$2 million is assumed to be spent locally within Stanislaus County. In addition, there will be an annual maintenance budget of approximately \$3.8 million. As stated in the impacts to the economy subsection, WEC will bring \$1.3 million in operational payroll to the region.

Since TID is a public agency, it does not pay property taxes. Thus, Stanislaus County would not derive any additional funds from property taxes. However, WEC is expected to bring sales tax revenue to Stanislaus County.

During operations, additional sales tax revenues will be obtained by the City of Turlock and Stanislaus County. Increased payroll will be \$1.3 million annually, and additional O&M expenses will be approximately \$5.8 million annually. Assuming local expenditures of

\$2 million annually, the estimated sales taxes will be approximately \$147,500. Of this amount, the place of sale will receive \$20,000 in sales tax revenue. The overall anticipated increase in sales tax revenue will be beneficial but not significant since it would constitute such a small percent of total county revenues.

8.8.4.4.6 Impacts on Education

The schools in the Turlock Unified School District are currently not considered overcrowded. Even assuming that most of the 21 operational employees end up residing within the City of Turlock, WEC operation is not expected to create any significant adverse impacts to the local school system (Ramirez 2002; Smith 2002). Assuming an average family size of 3.03 persons/household for Stanislaus County (U.S. 2000 Census) would imply the addition of approximately 21 children to the local schools. This would constitute less than one percent increase in school enrollment. Due to its public agency status, TID is exempt from paying school impact fees to Turlock School District and Chatom Union Elementary School District (Sai 2002; Smith 2002)

8.8.4.4.7 Impacts on Public Services and Facilities

Project operation will not make significant demands on public services or facilities even if all of the 21 operational employees decide to reside in the City of Turlock. The Turlock Police Service did not express any concerns about increased service demands during plant operations (Dodge 2002). There will be an onsite service/fire water storage tank with a firewater storage volume of 240,000 gallons dedicated to the fire protection system. The dedicated water supply is sized in accordance with NFPA 850 to provide 2 hours of fire protection. The TFS does not anticipate any significant impacts during the operational phase of the project (McDaniel 2002). Copies of the records of conversation with the Police and Fire Departments are included in Appendix 8.8B. WEC operation would not create significant adverse impacts on medical resources in the area due to the safety record of power plants and few operations staff

8.8.4.4.8 Impacts on Utilities

WEC will use recycled water provided by the City of Turlock's wastewater treatment plant. During the short time before that water is available, the project will use domestic water provided by the City. A discussion of this water supply is provided in Subsection 8.14. The plant's operation will not otherwise make significant adverse demands on local water, sanitary sewer, electricity, or natural gas because adequate supply and capacity currently exist.

8.8.5 Cumulative Impacts

Since both construction and operations personnel will reside primarily in the City of Turlock or surrounding area, no adverse impact to local schools or housing is anticipated. No adverse cumulative socioeconomic impacts are anticipated from either the construction or operation of WEC. Instead, the local community will enjoy a beneficial (but not significant) impact from short-term construction and longer-term operations employment.

No other projects have been approved or are planned for the foreseeable future; therefore, there are no cumulative impacts.

8.8.6 Environmental Justice

President Clinton's Executive Order 12898, "Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations" was signed on February 11, 1994. The purpose of this Executive Order is to consider whether the project may result in disproportionately high and adverse human health or environmental effects on any minority or low-income population.

The federal guidelines set forth a three-step screening process:

- 1. Identify which impacts of the project are high and adverse.
- 2. Determine whether minority or low-income populations exist within the high and adverse impact zones.
- 3. Examine the spatial distribution of high and adverse impact areas to determine whether these impacts are likely to fall disproportionately on the minority and/or low-income population.

According to the guidelines established by USEPA to assist federal agencies to develop strategies to address this circumstance, a minority and/or low-income population exists if the minority and/or low-income population percentage of the affected area is 50 percent or more of the area's general population. The guidance suggests using two or three standard deviations above the mean as a quantitative measure of disparate effects.

A screening-level analysis of Environmental Justice is presented in Appendix 8.8A. According to that analysis, this project does not create high and adverse impacts. Therefore, there are no environmental impacts that are likely to fall disproportionately on minority and/or low-income members of the community.

8.8.7 Mitigation Measures

Since there are no significant adverse impacts caused by the project, no socioeconomicspecific mitigation measures are proposed.

8.8.8 Involved Agencies and Agency Contacts

Table 8.8-16 provides a list of agencies and contact persons of potentially responsible agencies. Copies of records of conversation are provided in Appendix 8.8A.

TABLE 8.8-16Agencies and Agency Contacts for WEC Socioeconomics

Agency	Contact/Title	Phone Number	Address
California Board of Equalization	Hardeep Singh, Tax Representative	916-227-6711	3321 Power Inn Road, Suite 210 Sacramento, CA 95826
Chatom Union Elementary School District	Anna Ramirez, Pupil-Personnel/Attendant	209-664-8515 ext. 327	10001 Crows Landing Rd. Turlock, CA 95313

TABLE 8.8-16Agencies and Agency Contacts for WEC Socioeconomics

Agency	Contact/Title	Phone Number	Address
Chatom Union Elementary School District	Judy Sai, Business Manager	209-664-8505	10001 Crows Landing Rd. Turlock, CA 95313
Turlock City Fire Services	Jerry McDaniel, Fire Marshall	209-668-5580	156 S. Broadway Suite 250 Turlock, CA 95380
Turlock School Districts	Roger Smith, Facilities Planner	209-667-0632	P.O. Box 1105 Turlock, CA 95381
Turlock Rural Fire District	Rick Fortado, Fire Chief	209-632-3953	690 West Canal Dr. Turlock, CA 95380
Turlock Police Service	Doug Dodge, Captain	209-668-5550	900 North Palm Street Turlock, CA 95830

8.8.9 Permits and Permitting Schedule

Permits dealing with the effects on public services are addressed as part of the building permit process. For example, school development fees are typically collected when the Applicant pays in-lieu building permit fees to the City. But since TID is a public agency, it does not pay school impact fees. These permits are addressed in Table 8.4-4 in the Land Use subsection and listed in Appendix 1F. No permits are required to comply with the socioeconomic impacts of the project.

8.8.10 References

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Dodge, D. 2002. Personal communication between Fatuma Yusuf of CH2M HILL and Doug Dodge, Captain, Turlock Police Service. September 5.

Fortado, R. 2002. Personal communication between Fatuma Yusuf of CH2M HILL and Rick Fortado, Fire Chief, Turlock Rural Fire District. August 15.

Ladoux, T. 2002. Personal communication between Fatuma Yusuf of CH2M HILL and Tony Ladoux, President, Stanislaus, Merced, Tuolumne and Mariposa Counties Building and Construction Trades Council. September 5.

Larson, C. 2002. Personal communication between Fatuma Yusuf of CH2M HILL and Catherine Larson, Director, Public Relations and Marketing, Doctors Medical Center. September 10.

McDaniel, J. 2002. Personal communication between Fatuma Yusuf of CH2M HILL and Jerry McDaniel, Fire Marshall, City of Turlock Fire Services. August 30.

Napier, B. 2002. Personal communication between Fatuma Yusuf of CH2M HILL and Bill Napier, Financial Secretary, Millwrights, Local 102. September 5.

Pinto, W. 2002. Personal communication between Fatuma Yusuf of CH2M HILL and Wendy Pinto, Communications Coordinator, Public Relations Department, Memorial Medical Center. September 10.

Ramirez, A. 2002. Personal communication between Fatuma Yusuf of CH2M HILL and Anna Ramirez, Pupil-Personnel/Attendant, Chatom Union Elementary School District. August 19.

Sai, J. 2002. Personal communication between Fatuma Yusuf of CH2M HILL and Judy Sai, Business Manager, Chatom Union Elementary School District. September 23.

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